

OCTOBER 1989

SECURITY

THE MAGAZINE FOR SECURITY DECISION MAKERS

Equipment Focus:
Kicking Tires
on Motorized Carts

DATA BANK
BONUS INSIDE!
Profiling Security
on the Job

Training the
New Breed



Jeff Dingle
Program Coordinator
Federal Law Enforcement
Training Center

CAUTION-AUTOS ONLY
DO NOT EXCEED 10 MPH OR 1000 LBS

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SECURITY

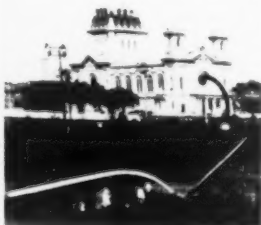
THE MAGAZINE FOR SECURITY DECISION MAKERS

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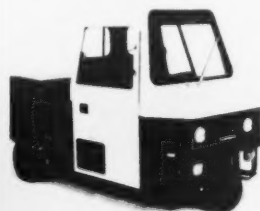
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SECURITY INDICATORS

Trends and forecasts for determining loss prevention needs.

SECURITY CAREERS

New Tasks Redefine Security Role

Security decision makers are busier than ever, according to SECURITY Magazine's Third Quarterly Telephone Survey.

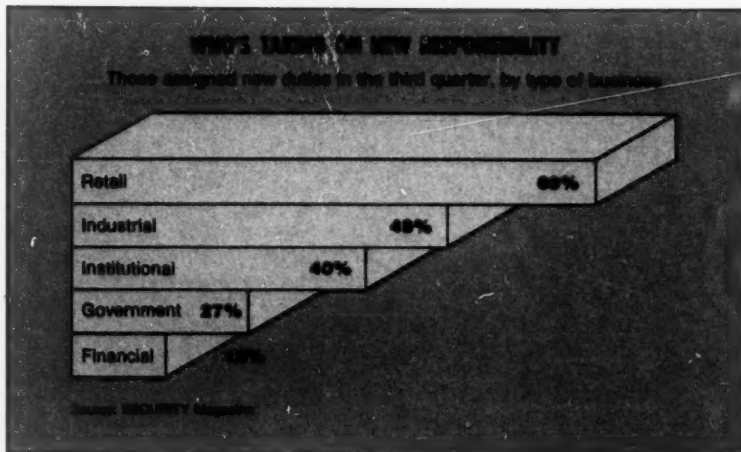
One hundred security decision makers were asked: "Have you taken on additional responsibility in the last quarter?" The response: 43 percent say they assumed new responsibilities in the second quarter.

Retail security decision makers were most likely to have acquired new duties

— 69 percent say they have taken on new tasks in the last quarter. Forty-nine percent of industrial security decision makers, 40 percent of institutional, 27 percent of government and 13 percent of financial also report having new responsibilities.

When it comes to naming the additional tasks, 25 percent of respondents say they are now responsible for organizing safety-related functions that include chemical awareness, fire safety, evacuation planning and the disposal of hazardous materials.

Other common new responsibilities include administering drug tests, heading a drug and alcohol abuse program and teaching personnel about security

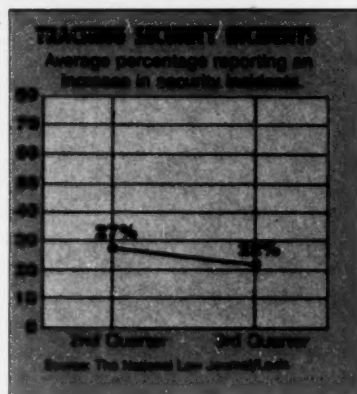


Security's responsibilities are growing, especially for safety-related functions.

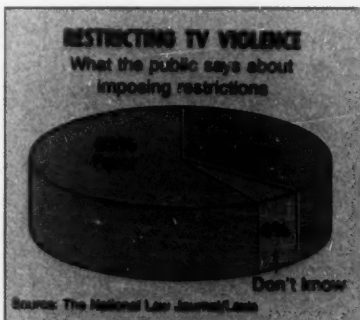
measures. New responsibility means more supervision for security.

SECURITY Magazine's quarterly tracking question "Has the number of security incidents increased, decreased or remained the same over the past three months?" revealed the government leading the way in security incidents in the second quarter.

While an average 22 percent of respondents report an increase in security incidents, 40 percent of government security decision makers report an increase. Twenty five percent of respondents report an incident decrease; institutions saw the largest decrease at 52 percent.



SECURITY's third quarterly survey shows an incident decrease.



Public speculation linking TV violence to crime is intensifying.

CENSORSHIP

TV Violence Falls Under Public Scrutiny

Many Americans aren't willing to pay more to fight crime, but they are ready to take action when it comes to curbing television violence, says a National Law Journal/Lexis poll. Americans are fed up with the amount of violence on TV, the poll says.

By a 68 percent to 3 percent majority, respondents agree that television's depiction of crime and violence tends to encourage rather than discourage

crime, while 25 percent see no effect. And by a 63 percent to 33 percent majority, Americans are in favor of laws restricting TV violence.

The belief that TV encourages crime and should be controlled is strongest among less-wealthy, less-educated people — that is, those who watch it the most. But strong majorities in every category except \$75,000 income-households support restrictions.

A spokesperson for the National Association of Broadcasters responds to the poll's findings of support for restrictions by pointing out that crime shows continue to run because the public keeps tuning in.

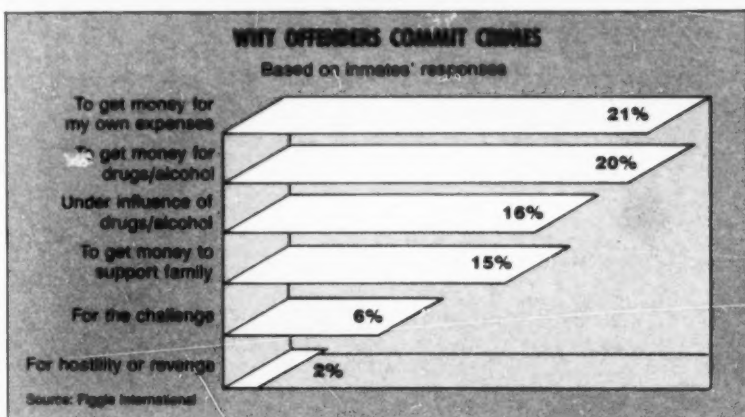
CRIME: REASONS

Inmates Cite Reasons For Committing Crimes

When it comes to offenders' reasons for committing crimes, making ends meet is the top reason, according to a Figgie International Report.

Interviews with nearly 600 imprisoned property crime offenders reveal that the biggest reason offenders commit crimes is to "get money for my own expenses." This reason is followed by getting money for drugs or alcohol, being under the influence of drugs or alcohol and getting money to support the family.

An overwhelming 36 percent of the sample claim that their motivation to commit property crime was drug- or alcohol-related. According to the economic perspective, motivation in these cases involves substances for which there are no substitutes, making the po-



Inmates' admissions strengthen the notion that links crime and drugs.

tential benefits of the crime outweigh almost any cost.

Property crime offenders begin their careers early. More than half of the inmates surveyed were under age 14 when

they committed their first crime, with age 12 the most common response. Only 14 offenders said they were more than 30 years old when they committed their first crime.

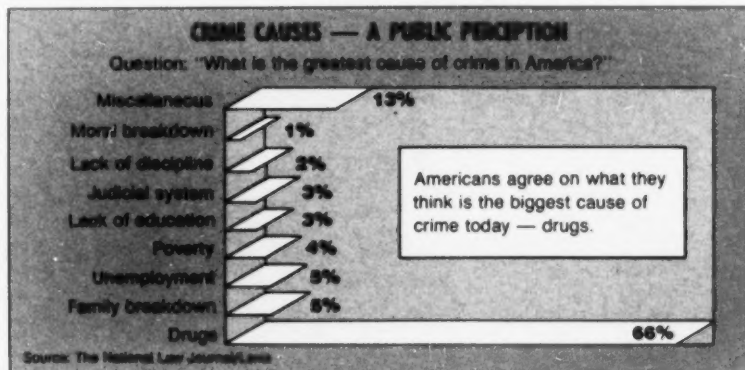
CRIME: CAUSES

Americans Blame Drugs for Nation's Crime Problems

Americans have reached a common conclusion on the source of today's crime problems, according to a survey by the National Law Journal/Lexis. When asked "What do you think is the greatest cause of crime in America today?", 66 percent of respondents replied "drugs."

Only 12 percent of respondents cited social problems such as the education system, unemployment or poverty as causes of crime.

Among the respondents, 47 percent believe drug dealing should be the justice system's top priority, with mugging and rape running second at 32 percent. Those surveyed also call for stiffer sentences, more police, a less lenient jus-



To combat crime, Americans call for a variety of measures that focus on drugs.

tice system and a variety of measures focused on drugs.

A Dade County (Fla.) study backs up the public's perception by reporting that officials there have learned that

254 hard-core juvenile crack cocaine users were responsible for 223,000 crimes in the previous year — that's 880 crimes per juvenile. Just one of 555 crimes resulted in an arrest.

NEWS

Security Wrap-Up: Ethics, Cash, Access

► For the second consecutive year, United States office workers have reported the **honesty and ethical behavior** of company management as their top concern, according to the 1989 Office Environment Index. Many workers believe that top executives are more honest with government authorities, customers, suppliers, vendors and stockholders than with employees.

Restructures, mergers and acquisitions within organizations may contribute to workers' mistrust in top management, says one industry source.

► Nearly 80 percent of the United States' national cash is "missing." The Federal Reserve can only speak for 14 percent of the \$243 billion in hard cash circulating outside the nation's banks. It suspects that people in the underground economy — drug dealers, tax evaders and organized crime figures — hold another 5 to 6 percent of the cash. Experts believe the missing 80 percent of the cash has made its way, legally or illegally, into foreign countries such

as Poland and Southeast Asia where it is used as underground currency. Another possibility: The nation's underground economy is larger than previously estimated — as large as \$100 billion, one source predicts.

► American businesses last year lost \$555.5 million, 930 man years of work and 125 man years of computer time from **unauthorized access to computers**. As a result, the computer protection market is in a healthy growth phase. It's particularly difficult to protect computer networks, which are expected to increase by 41 percent to \$929.5 million.

Security in the '90s: Decision Makers Stick With What They Do Best

The security industry gains momentum as decision makers stay with their organizations longer.

By Brenda Moss
Staff Editor

Security continues to improve its services as well as itself, according to SECURITY Magazine's every-two-year Profile Study of security decision makers in U.S. business and government. Compared with responses to the 1987 Reader Profile Study, the 500 security decision makers who completed the 1989 survey say they're better educated and they're staying longer with one organization.

Who The Survey Represents

Institution-based security decision makers participated most in this survey

(26 percent). Other groups represented were government (16 percent), health care (15 percent), financial (15 percent) and retail or wholesale (15 percent). Other respondents represent service industries, manufacturing, industry and consulting.

Nearly a third of respondents, 32 percent, reported that their organization's annual revenues were between \$10 million and \$100 million. Twenty-six percent of respondents report that their company employs more than 1,500 people.

Almost half of the respondents — 46 percent — describe their job as security management, while 25 percent say they are facility or operations managers.

The scope of authority appears to be narrowing. In 1989, 66 percent manage security operations and staff; 78 percent did so in 1987. And 61 percent say they specify security equipment and services, as opposed to 68 percent in 1987.

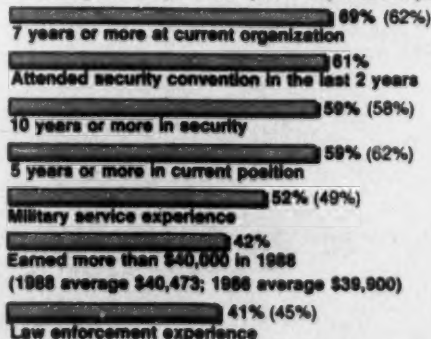
What They Do

More than half of respondents have responsibility for the security of their entire organization, up 3 percent from 1987. Consultants and security services are most likely to be given full responsibility for security; 75 percent according to the survey.

Thirty-eight percent secure their local facility, with industrial and manufacturing leading the way at 56 percent.

PROFESSIONAL PROFILE: SECURITY DECISION MAKERS

Percentage of Respondents (1987 responses in parenthesis)

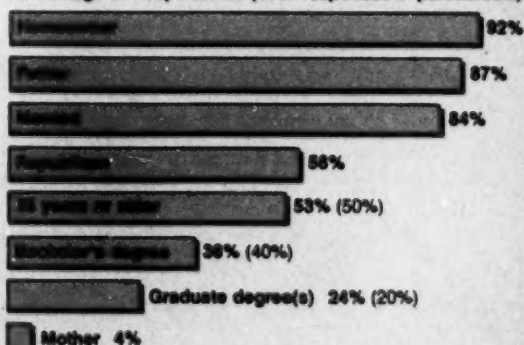


Source: SECURITY Magazine

Security decision makers are staying longer with their employers and current positions.

UP-CLOSE AND PERSONAL: SECURITY DECISION MAKERS

Percentage of Respondents (1987 responses in parenthesis)



Source: SECURITY Magazine

Two years hasn't changed the fact that security is dominated by male homeowners.

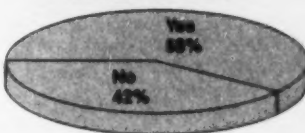
Nine percent are responsible for their regional facility, 8 percent for corporate headquarters and 2 percent for international operations.

Primary job responsibilities are diverse. Administrative or management services tops the list at 24 percent. Another 20 percent say general security, 14 percent operations and 11 percent say buildings and grounds maintenance. Thirty-eight percent devote between 1 and 10 percent of their time per week to security and security-related activities. On the opposite end, 19 percent spend 100 percent of their time working on security.

Security and Organizations

Security's chain of command most often starts with a CEO, president or group vice president. Other reporting structures include other general man-

ORGANIZATIONS THAT MADE SECURITY-RELATED EXPENDITURES IN ADDITION TO THE SECURITY BUDGET IN 1988



Source: SECURITY Magazine

Outside-the-budget security-related expenditures are commonplace.

agement (22 percent), operations (10 percent) or another vice president (6 percent).

The Profile Study also offers a look at security's responsibility.

The security department is responsible for the security of an organization's

assets and premises only 51 percent of the time. Building maintenance is responsible 21 percent of the time and operations is responsible 17 percent of the time. Police, administration, corporate services and personnel are responsible in some cases.

On the supervisory end, 45 percent of respondents report that they supervise between one and 10 people. Sixteen percent supervise 20 to 39 people.

Eighteen percent of organizations have between 7 and 10 persons on staff whose work is security-related. Sixteen percent employ 31 or more.

Fire protection is a top priority at many organizations; 84 percent use this measure. Runners-up include intrusion detection (68 percent), alarm monitoring equipment (68 percent), safes and vaults (67.5 percent) and electronic access control (59 percent).

In the Limelight — Security at Waste Management

According to Richard Sem, CPP, director of corporate security for Waste Management, Oak Brook, Ill., security and risk management serve as part of the conscience center in the emotionally-charged business of maintaining the environment.

"We want to do what's right for the environment and for the public. Everybody generates waste, but nobody wants it near them," says Sem, age 41. "Therefore, our company is in the limelight locally and nationally."

Sem's security career began when he worked as a security officer while attending Marquette University, where he earned a bachelor's degree in psychology. Following graduation, he managed a guard company and in 1981 he started a security consulting business for Midwest companies. Sem has been with Waste Management, a former consulting client, since 1985.

Corporate security is a two-man department. Sem and Ray Turek, CPP, manager of security, advise facilities on expenditures and act as in-house consultants to support the company's security policies.

Waste Management's policy and procedure manual calls for physical security including locks, guards, alarms, CCTV and intrusion and fire

detection; emergency management; information protection; and computer security. Sem and Turek advise on expenditures; they do not directly control the security budget. This reflects the decentralized nature of the company.

Because of the company's unique business, security occasionally faces peaceful demonstrations organized

by people outside the company who are concerned about the environment. It's security's responsibility to make sure that all involved use restraint when handling this situation.

Although Sem acknowledges the rights of peaceful demonstrators, he says activist groups targeting companies pose a growing risk. For example, some may use stockholders meetings as a forum to publicize views.

Dealing with people inside and outside the company is a primary security task. Each week, Sem and Turek visit four or five facilities and give security presentations to groups of Waste Management's 36,000 employees. The employees bolster internal security efforts.

"We take a strong, proactive stance on employee relations," Sem says. "We want to keep the losses from occurring in the first place. We encourage employees to be aware and report unauthorized people in their work areas."

"The best security is carried through by the employees," Sem says. "Security people who are cynical of employees form a roadblock. Most employees are honest, and they should be an inspiration to others."

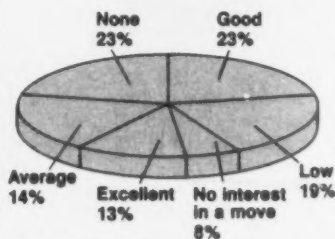


"When people express themselves, we try to establish a friendly profile."

RICHARD SEM, CPP
Director of Corporate Security
Waste Management, Oak Brook, Ill.

Security Enjoyed Bonuses and Profit Sharing Averaging \$29,870 in 1988

PROSPECTS FOR PROMOTION WITH CURRENT EMPLOYER



Source: SECURITY Magazine

Respondents are not overly optimistic about their prospects for promotion with current employers.

As for security budgets, there is diversity among organizations.

Working on a Budget

Twenty-three percent of respondents work with a security budget of less than \$25,000 a year. Thirty percent, however, work with budgets ranging between \$100,000 and \$500,000 a year. Eight percent work for an organization with a security budget greater than \$1 million.

Yet budgets don't necessarily put a lock on security's spending power. During the last year, 59 percent of organizations made expenditures for security-related equipment or services in addition to the security budget. These additional expenditures were budgeted in capital spending (45 percent), remodeling or renovation (44 percent) and new

construction (30 percent). Additional money also went for communications, consultants, intrusion detection enhancements, uniforms and vehicles. The most common value of additional expenses was between \$20,000 and \$49,000.

The power to authorize the purchase of security equipment and services has remained stable over the past two years.

When it comes to rating the performance of security operations, 45 percent of organizations use supervisor conferences. Other common assessments include an annual report with statistics and a management by objectives report.

Getting Personal

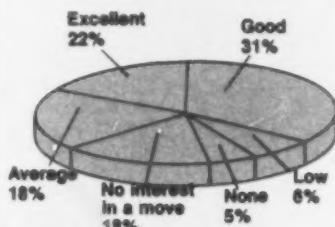
Security is still predominantly staffed by men: 94 percent of respondents were male.

It's a slightly older group than in 1987. Fifty-three percent of respondents are 45 or older, compared with 50 percent in 1987. Just 7 percent are 30 or under, while 21 percent are above 55.

In addition to being slightly older in 1989, security decision makers overall are also better educated. Thirty-six percent earned bachelor's degrees — as opposed to 40 percent in 1987 — but 24 percent earned graduate degrees, a 4 percent jump since 1987.

Security decision makers report slightly more military experience in 1989, 52 percent vs. 49 percent in 1987. Respondents in 1987 were more likely to have law enforcement experience, however. Today, forty-one percent have law enforcement experience, compared

PROSPECTS FOR UPGRADED POSITION ELSEWHERE



Source: SECURITY Magazine

Employment with a new organization breeds optimism among security decision makers.

with 45 percent in 1987.

One emerging trend is for security decision makers to stay with their positions and organizations longer. In 1987, 62 percent of security decision makers had been at their current organization for 7 years or longer. Two years later, that figure jumped to 69 percent.

The security industry as well is holding its own when it comes to retaining personnel. In 1987, 59 percent of respondents reported being with security for 10 years or more; today 58 percent report this.

Promotions and Benefits

Security decision makers are also holding their current positions for longer. In 1987, 59 percent of respondents had spent 5 years or more in their current position; today it's 62 percent. This trend could indicate promotion obstacles.

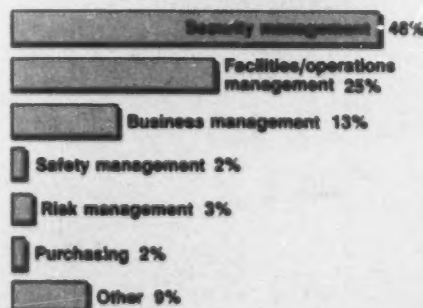
Of respondents, 23 percent say their prospects for promotion at their current organization is good. Another 23 percent say they have no prospects for promotion with their current employer.

Moving to another organization looks like a good idea. Twenty-two percent say they have excellent prospects for an upgraded position with another organization, and 32 percent say promotion prospects would be good if they moved to another company. These figures convey frustration toward the current employer.

Security's continuing education needs are recognized; 57 percent of respondents are entitled to tuition reimbursement. Other benefits include profit sharing and a pension plan, stock

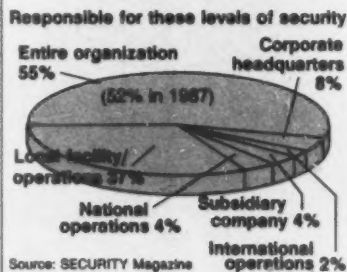
Almost half of security decision makers define their jobs as "security management".

SECURITY DECISION MAKERS CATEGORIZE THEIR JOBS



Source: SECURITY Magazine

SCOPE OF RESPONSIBILITY FOR SECURITY DECISION MAKERS



More than half of the respondents oversee security for the entire organization.

and \$45,000 annually.

The total budget for security expenditures strongly impacts earnings. Salaries fall below \$30,000 for the highest percentage of those whose total budget is less than \$50,000 per year. Salaries jump to the \$35,000 to \$40,000 range

for the highest percentage of those whose budgets are between \$50,000 and \$1 million. Of those with budgets exceeding \$1 million, salaries jump to \$45,000 to \$70,000.

Keeping Current

Continuing education interests security, yet is not always feasible.

Less than two thirds of respondents attend security-related meetings or conventions; 61 percent say they attended a convention in the last two years. Of those who attended conventions, 60 percent attended meetings in the local area, while 33 percent traveled to another region of the country. Less than 1 percent of respondents traveled outside the country to attend a convention. Thirty-seven percent do not intend to attend any security-related meetings in the next year. Convention attendance findings have remained stable since 1987. □

3M Security Team Makes Business Sense

Robert Hayes is part of a 10-member security team at 3M Corporate Headquarters, St. Paul, Minn., that is doing all it can to keep pace with the company's achievements.

3M security's clients can include any one of its 82,800 employees working in 250 U.S. facilities or 50 foreign countries, its customers, contractors and distributors or anyone else with a 3M security-related problem.

3M's corporate security services team includes specialists with backgrounds as diverse as the services they provide. Team members include business professionals, an auditor, an architect, former FBI agents and career security personnel. Hayes, age 38, is a security specialist

A security professional since 1980, Hayes earned a criminal justice degree from Florida International University. Before joining 3M in 1986, he was director of security for a large medical center and director of security for a municipally-owned public utility.

"Security used to apply a technique or technology to a situation," Hayes says. "Now we're

idea brokers who review new business trends and develop options and solutions that customers can support and live with."

Mergers and acquisitions present one of the many new security challenges for the 1990s. All new



"Security's credibility must be estimated on the client's terms."

ROBERT HAYES
Security Specialist
3M, St. Paul, Minn.

employees must be welcomed to a restructured company, Hayes says, including those who harbor ill feelings about the change. Security must minimize internal risks until these ill feelings can be addressed.

Another challenge is balancing security concerns as the relationship between companies and their vendors and suppliers gets closer. Security will have to help manage the risks presented by increasing numbers of authorized, but relatively unknown, non-company personnel in the workplace.

Hayes points out that security's success is dependent upon opening the lines of communication between all departments and levels.

"Establish a security relationship with sales and marketing, research and development, manufacturing and other staff groups as well as company executives," Hayes says. "Talk to them in terms of the security of business strategies, not security concepts."

"You want to be in the design phase of any business plan, and to do this, security's credibility must be established on the client's terms," Hayes says.

More Safety! Less Security?

Downsizing, technology, outside services bring security and safety together.

By Bill Zalud
Editor

Security and safety are coming together, with security often emerging as the dominant area.

More organizations now define some safety needs and tasks under the security banner. And even systems — especially fire code-specific life safety — have more and better connections to security, facilities management and process control.

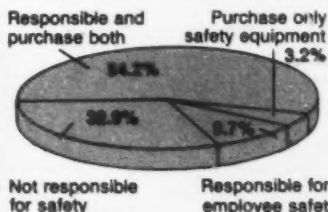
Security's Home Base

Where safety was a department equal to security, a growing number of reorganizing companies now place it within the security area. Where safety is a shared task anyway, security is a natural home base from which to conduct programs aimed at a secure and safe working environment.

This togetherness of security and safety has many inherent opportunities as well as a few dangers.

SECURITY ADDS SAFETY

Security decision makers whose responsibilities include safety.



Source: SECURITY Magazine

More than a majority of security decision makers also manage safety needs.

Obviously, the responsibility and budget of traditional security may grow. At the same time, the shift may burden security with an alien set of duties and safety engineering needs. There's the possibility that in taking on more as-

Downsizing makes two departments into one.

signments, security loses sight of its original mission.

According to a recent national study, conducted by the SECURITY DATA BANK, a majority of security decision makers (54 percent) indicate they already have some safety responsibilities.

SPENDING SAFETY DOLLARS

Where security decision makers budget dollars for safety equipment purchases.

Budget Line	Who Budgets Safety Here
Building maintenance	39.2%
Security	34%
Safety	29.3%
Facilities/Operations	26.1%
Capital spending	14.4%
Remodeling/Renovation	7.9%
New construction	7.7%
Parking/Grounds	6.8%
Human resources	5.6%
Office services	5.6%
Other budget lines	4.7%

Source: SECURITY Magazine

Most safety equipment money is in operation and maintenance of facilities. Significant safety monies are budgeted in the security area. Total exceeds 100% due to multiple responses.

The sharing increases the total budget, especially in the areas of facilities management and operations.

For instance, additional safety dollars fall — most often — into four budget categories: 39 percent in building maintenance; 34 percent in security; 29 percent in safety; and 26 in facilities/operations.

The building improvements budget also attracts additional safety dollars controlled by security.

Safety Brings More Dollars

On the average, security decision makers who have safety responsibilities have an additional \$80,350 in their budget tied specifically to safety.

This coming together is most often seen in organizations where security is a positive influence. Yet it is not a universal occurrence.

For example, a recent poll of all business and industry groups, conducted by Globe Research for *The Personnel Journal*, found many organizations still maintain two separate departments (security and safety) and two separate types of systems.

The Globe Research study also discovered that 77 percent of all organizations have fire alarm equipment, while having less security equipment: 62 percent have security alarm equipment and 37 percent have CCTV.

SAFETY DOLLARS SPENT

The organization's total safety expense budget.



Average per respondent

Source: SECURITY Magazine

Security decision makers who also have safety responsibility add to their spending power.

SERVICES

A guide to selecting and staying informed on security services.

Honesty Testing Endures Acid Test

By Rebecca D. Russell
Senior Editor

Honesty testing has been touted as the natural next step for companies stripped of polygraph use in 1988.

Yet one year later, SECURITY DATA BANK research shows that nearly two-thirds of security decision makers questioned say their organizations do not use psychological testing as part of pre-employment screening.

Why? Many potential users are unclear about testing. Others fear honesty tests will follow polygraph into extinction — so why get started on something if it's only going to be taken away?

Publicity surrounding recent legislative action appears to support fears. Several states are considering measures that would impose restrictions on testing. Massachusetts already limits testing's influence. At the federal level, legislation introduced or considered may impact the use of testing.

And, two influential organizations are taking a look at honesty testing: the American Psychological Association

and the Office of Technology Assessment.

In spite of this activity, test publishers remain confident that honesty testing is here to stay. Scrutiny gives them an opportunity to clarify what pre-employment testing is all about.

It gives security decision makers a chance to learn more as well.

Investigating for Clarity, Uniformity
Psychological testing encompasses

Test scrutiny gives security decision makers a chance to learn more.

honesty and integrity tests and has been available for decades. Ideally, honesty tests are administered to job applicants whose work will put them in a position to commit theft or deviance on the job. The tests forecast the potential for future behavior and track attitudes.

Unlike polygraph testing, honesty testing can be backed up by research that shows its validity. While tests are a tool to identify attitudes which could lead to future behavior, polygraph results — which show admissions of past

behavior — may or may not indicate future behavior.

Two national organizations currently have ongoing investigations to look at testing. The goal is to better define honesty testing and how companies can best purchase and administer this pre-employment screening tool.

At the request of a Congressional committee, the Office of Technology Assessment (OTA) set up a study group to check on honesty test validity.

Nancy Carson, OTA's Science, Education and Transportation program manager, says the group gets its validity information from test publishers' documentation. Results should be available near the end of the year.

"It's a much more difficult area to form boundaries," Carson says. "You're entering the area of types of tests and it gets more complicated."

An early-summer meeting of OTA's appointed study group and invited guests highlighted OTA's challenges.

One member of that study group is John Jones, Ph.D., vice president of research and development with London House, Park Ridge, Ill. He says the study group worked to show OTA documented relevancy between integrity tests and specific jobs; to show that the tests are given to people if the job involves the chance to commit theft or deviance.

Jim Walls, executive vice president, Stanton Corp., was invited to hear the study group's findings. He observed "strong support from the professional committee that professionals are doing their homework and doing what they should to keep the tests valid."

One chief concern of honesty tests was presented by organized labor. Legal representatives are concerned that honesty tests screen out people that are pro-union.

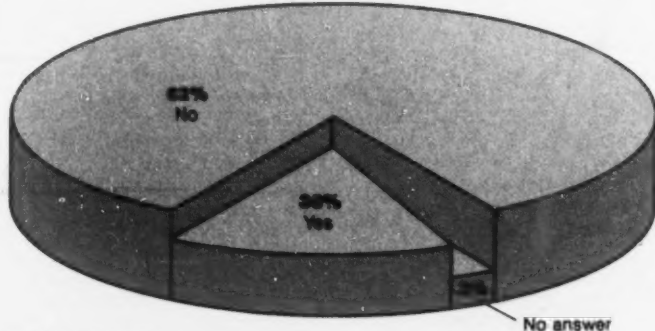
Industry leaders swiftly nixed that concern, Walls says. "No one puts questions like that into these tests — we have no interest in it."

A Psychological Review

The American Psychological Association (APA) is also looking into psychological tests — for the first time. Wayne Camara, APA's director of scientific affairs, says, "Five years ago we didn't see the number of products we see to-

PSYCHOLOGICAL TESTING USE

Security decision makers reporting company use of psychological testing as part of pre-employment screening.



Source: SECURITY Magazine

Nearly one-third of security decision makers questioned report that their organizations use psychological testing as part of pre-employment screening.

day. The field has expanded rapidly and we haven't paid a lot of attention."

Consequently, the APA has no formal position on honesty tests, making it difficult to advise organizations about their use. Task force findings will enable APA to address that issue in the future. Camara anticipates completion in mid-1990.

One wrinkle in the study: After asking test publishers for validity information nearly one year ago, one-third of test houses did not respond. Camara says this is a concern since reputable honesty test publishers should be able to provide proof of test validity. He adds that the non-response is from primarily small, relatively new organizations.

Beyond Review

OTA and APA scrutiny raises several other important testing issues.

One is the size of the industry. Psychological testing encompasses government, personality, school aptitude and intelligence testing — which would make it difficult to ban honesty testing only. "They can't knock off a small piece without taking on the whole," says Ryan Kuhn, president, Reid Psychological Systems, Chicago.

Adds Walls, "Honesty can't be singled out. They now realize that what applies to one applies to all."

OTA and APA are also looking at whether testing is invasive. Says Jones, "We come from a test-taking culture.

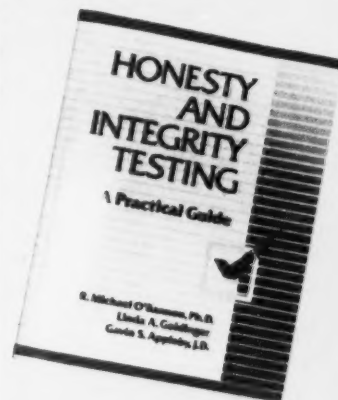
Back to the Books: A Testing Primer

If you're looking for more information about honesty testing, a new book can help. *Honesty and Integrity Testing: A Practical Guide*, is a sourcebook published by Applied Information Resources, Atlanta.

Chapters look at the advantages and disadvantages of testing, how to decide if it's a tool your organization wants to use, and how to choose among available tests. Included is detailed information about more than 40 tests now on the market.

Authors are a management psychologist, a human resources consultant and a labor attorney.

For more information about this guide, circle 139 on the Reader Service Card.



Practical advice is available.

People are not offended," as they were with polygraph.

Says Kuhn, "Our tests have a direct purpose, and our questions are clearly related to issues of integrity. We don't get into other areas."

In keeping with their intended purpose, honesty tests do not ask personal questions, only those that will identify tendencies.

When carefully chosen, investigated and administered, testing is one valu-

able hiring tool — only effective when used with quality interviewing and screening.

"Employers see a definite need to find a device to help make a decision," says Walls. "The test is not the final decision."

Says Kuhn, "We're the best thing employers have going. As a decision maker, I'd want to take advantage of the best tools I find and use them as long as I can."

SERVICE BRIEFINGS

► **Strategies to employ older Americans in the workplace** are gaining appeal, especially as business faces fewer qualified young people.

That's the thrust of a newly-released study from The Conference Board, a New York-based worldwide business network that conducts research and holds a variety of forums for business leaders.

The report, "Employing Older Americans: Opportunities and Constraints" reveals that older workers have considerably lower voluntary turnover rates than younger workers, for instance.

Says Daniel E. Knowles, vice president, human resources planning for Grumman Corp., "All things being equal, firms may be better off hiring a 45-year-old than a 25-year-old. Older workers tend to be more satisfied with work that is inherently interesting, requires significant attention to detail and involves responsibility."

► **The National Institute of Standards and Technology** — formerly the National Bureau of Standards — recently issued a **computer-based safety analysis program**. *Hazard I* includes a three-volume report and computer disks.

Using fire modeling, the program runs on a personal computer. It predicts the hazards to occupants in a burning building, plus shows how products — such as furniture — contribute to those hazards. It can be used in a variety of fields: fire investigation and reconstruction, fire protection engineering, and architectural design.

For purchase information write the National Fire Protection Association, 1 Stop Data Shop, Batterymarch Park, Quincy, Mass. 02269; or the National Technical Information Service, Springfield, Va. 22161 and ask for PB# 89-215404.

► **Drug crackdowns are growing and convictions bring longer sentences**

says a new Department of Justice report.

Attorney General Dick Thornburgh announced recently that in 1988, 900 indictments named 3,000 defendants as a result of investigations and prosecutions conducted by Department of Justice Drug Enforcement Task Forces. In the program's 6 years, close to 5,000 indictments have named nearly 17,000 defendants.

Statistics of drug activity show:

- Cocaine was mentioned in more than 80 percent of the investigations and two-thirds of the indictments.
- Marijuana trafficking was involved in 45 percent of the investigations.
- Heroin trafficking was part of 24 percent of the cases.
- In 1988, convicted traffickers were sentenced to an average 16½ years in prison, up 20 percent from 1987.